



Human Resources **CLASSIFIED** *Personnel Commission*

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ANNUAL REPORT '16-'18



PERSONNEL COMMISSION OVERVIEW

As a strategic partner within the Anaheim Union High School District, the Human Resources – Classified office is responsible for developing, implementing, and maintaining services and systems to effectively recruit, select, and retain qualified employees within our school district’s classified workforce. The department serves as a “dual-hat” Commission through coordination of both pre-hire (recruitment through placement) and post-hire (leaves of absence, change in assignment processing) sides of the traditional Human Resources structure. AUHSD’s designation as a Merit System school district allows the department to operate independently under supervision of a Personnel Commission.

MERIT SYSTEM PRINCIPLES

The first Merit System law in the nation for school districts was passed by the California legislature in 1936 and made a part of the California Education Code. The Anaheim Union High School District became a Merit System in 1967. Today, as in 1936, the Merit System provides personnel selection protection through the Education Code against politically or personally motivated employment, promotion, discipline or dismissal actions.

1. Recruitment of job applicants should be from sources representing all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge, and skills, after fair and open competition, which assures that all receive equal opportunity.
2. All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management.
3. Equal pay should be provided for work of equal effort, skill, and responsibility.
4. School district employees should be managed and treated fairly and consistently and be engaged in work that serves the best interests of students.
5. Employees should be retained and promoted on the basis of merit, as measured by the adequacy of their performance and professional achievement.
6. Employees should be protected from arbitrary employment actions and afforded due process rights consistent with applicable law.

CORE RESPONSIBILITIES

The Personnel Commission has three core responsibilities as defined in the California Education Code.

1. Oversee a personnel management program based on merit principles that ensure the selection and promotion of employees is based solely on qualifications through competitive examination.
2. Develop and administer policies governing employment matters to ensure the fair and equitable treatment of employees within the classified service.
3. Conduct appeal hearings on matters involving employee disciplinary action, employment examinations, and personnel policies and procedures.

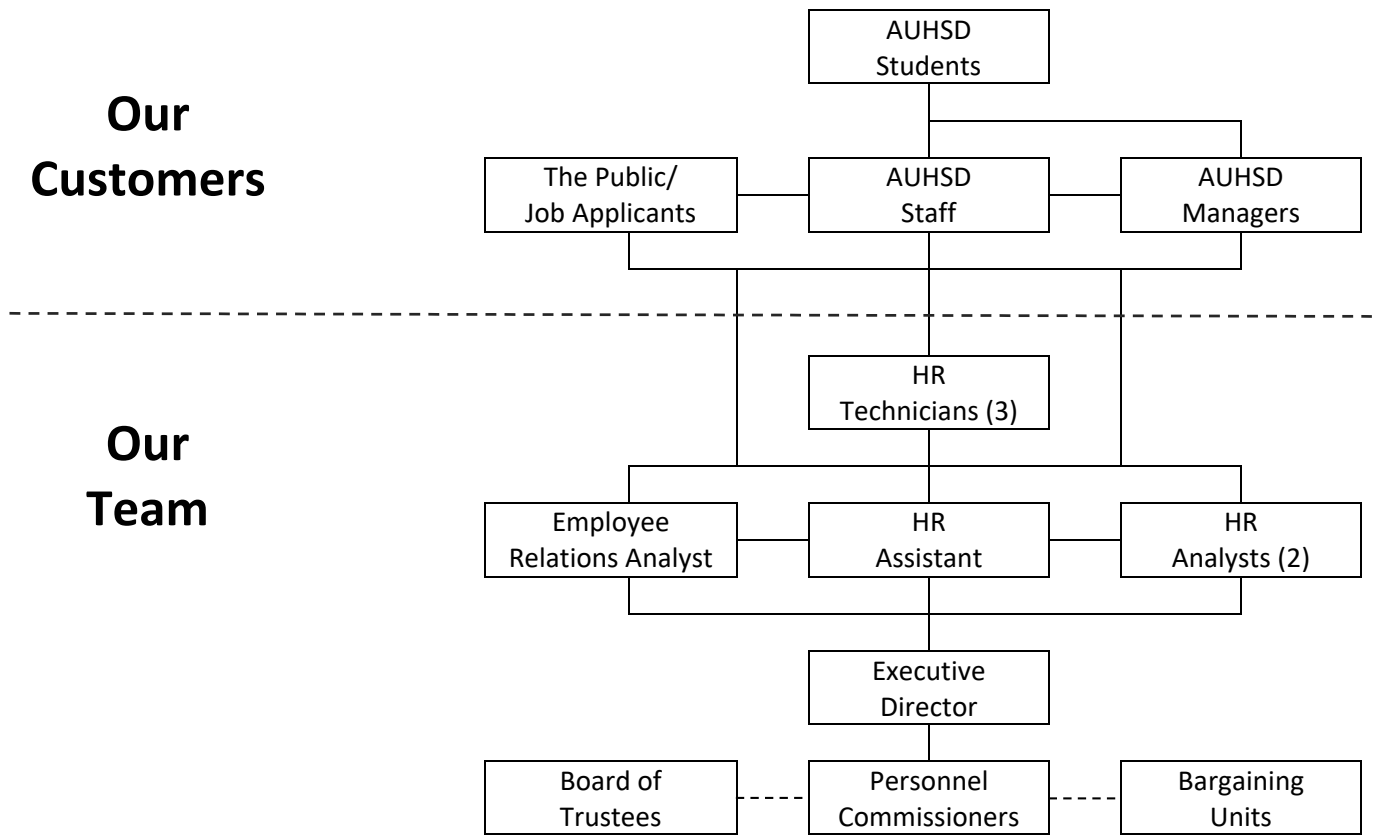
PRIMARY FUNCTIONS

To execute its responsibilities as a Personnel Commission, the HR-Classified department performs the following major duties:

- Establish and maintain a position classification plan which includes creating job descriptions, setting minimum qualifications, and allocating classifications to salary ranges using standards that provide equal pay for equal work.
- Establish process and procedure guidelines to analyze jobs and develop valid employment examinations.
- Adopt rules and procedures to be followed concerning such employment subjects as applications, examinations, employment eligibility, hiring, promotions, discipline and other rules necessary to carry out classified personnel administration.
- Perform all general human resources functions for the classified workforce, including the coordination of leaves of absence requests, the workers compensation interactive process, substitute classified employee placement, recruitment of tutors and babysitters, classified employee celebration events,

TEAM STRUCTURE

The Human Resources – Classified department is committed to meeting both the goals of the Personnel Commission and the Anaheim Union High School District. The following chart outlines how the Classified HR Team works together to provide service to both the public and District personnel.



P.E.S.T. ANALYSIS

A PEST Analysis provides an overview of the different macro-environmental factors (political, economic, social, and technological) that may affect the department’s options and strategy for operations. The following is a very brief PEST Analysis of factors that may impact the HR-Classified department.

FACTOR	Notable Items
POLITICAL	<ul style="list-style-type: none"> • Whether Public Education maintains sufficient public support for funding • Whether new Merit System laws are enacted - could affect procedures • Whether changes are negotiated into the next Bargaining Agreement
ECONOMIC	<ul style="list-style-type: none"> • Whether the State Budget increases or decreases - could affect staffing • Whether interest rates change - could affect AUHSD budget
SOCIAL	<ul style="list-style-type: none"> • Whether population growth changes - could affect enrollment and funding • Whether the mental or physical health of the workforce affects performance
TECHNOLOGICAL	<ul style="list-style-type: none"> • Whether new equipment and systems are able to increase efficiency • Whether Classified HR has regular access to computer lab - could affect testing strategy

S.W.O.T. ANALYSIS

A SWOT analysis is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or business operation. Below are SWOT analysis factors currently identified for the HR-Classified department.

FACTOR	Notable Items
<u>S</u>TRENGTHS	<ul style="list-style-type: none"> • Excellent customer service from a capable staff • Veteran Personnel Commission with deep experience and integrity • Above market total compensation for over 99% of workforce (top of the market benefits) • Very good working relationships with bargaining units • Very good working relationships with managers, administrators, and cabinet members • Established trust between the Commission and the Board • In-depth knowledge and expertise regarding test construction, personnel/human resource management and the merit system • Innovation in classification/reclassification/job analysis • Innovation in compensation analysis • Innovation in test development/personnel assessment • Technology-based assessments that allow for quicker scoring, notification, and more accurate assessment of candidates • Legal and Union Contract compliance • Online resources, tools, and portals (HR-Classified web page)
<u>W</u>EAKNESSES	<ul style="list-style-type: none"> • Office location separated from district office building • Paper based approval process for new personnel requisitions • Outdated/incomplete job descriptions • Maintaining reliable substitute employees <p><u>Weakness reduced or eliminated in 2016-2018</u></p> <ul style="list-style-type: none"> • Misalignment by below market total compensation for less than 10% of classified workforce • Unestablished standards for criteria and processes related to common practices • Inconsistent negative performance evaluation standards for next steps • Lack of a general orientation/onboarding process for new hires • Non-uniform practices among sites/departments (i.e, performance appraisal, onboarding)
<u>O</u>PPORTUNITIES	<ul style="list-style-type: none"> • Training opportunities and workshops for current employees' professional growth • More sophisticated selection tools backed by research and empirical evidence, such as situational judgment tests (SJT), personality measures, and cognitive ability assessments • Standardizing duty statements and clarifying specialized duties across all job families • Expanding job descriptions to be more flexible and multi-purposed requiring job designs to be based on broad competencies instead of task-based functions • Upgrading the performance evaluation system for precise measurement and reliability <p><u>Opportunities realized or partially realized in 2016-2018</u></p> <ul style="list-style-type: none"> • Process guides, training, and coaching for managers regarding classified staff • New hire orientation process • Refinement of competency-based test development • Process guides and department manual for staff
<u>T</u>HREATS	<ul style="list-style-type: none"> • Declining enrollment • Cost-of-living increases and economic hardship • Competitor Agencies in the market raising salary schedules • Competitor Agencies adopting innovative technology faster than AUHSD

MAJOR ACCOMPLISHMENTS IN 2016-2017

1. Completed a comprehensive Salary Study and delivered recommendations for adjustment to the Board
2. Coordinated the Perfect Attendance Awards at a Board meeting
3. Coordinated the Years of Service Recognition Ceremony at Savanna High School
4. Coordinated the Employee of the Year Celebration at the Holiday Inn
5. Coordinated the Retirement Tea Celebration at the District Office
6. Updated documentation to better clarify the summer assignment process
7. Addressed multiple reclassification and compensation requests through official PC action
8. Created a comprehensive Recruitment Process Guide
9. Created training workshop and Quick Reference Guide for managers on Performance Evaluation
10. Hosted the CSPCA Merit Academy
11. Oversaw the extensive reorganization and reemployment after reductions in force
12. Installed two public computer cubicles in office for application and testing purposes
13. Created Quick Reference Guide on Alternative/Flexible Work Schedules

MAJOR ACCOMPLISHMENTS IN 2017-2018

1. Completed a comprehensive Salary Study and delivered recommendations for adjustment to the Board
2. Updated all online job descriptions with new consistent and clear structure
3. Created a comprehensive Desk Manual with department manual, job description, and guides
4. Created Quick Reference Guides
 - a. New Employee Orientation
 - b. Emergency Procedures
 - c. eSchool Substitute System
 - d. Substitute Support Guidelines
 - e. Assignment Types
 - f. Recruitment & Certification Types
5. Completely overhauled the HR-Classified Web Page
6. Created online Transfer Request portal
7. Created online Reinstatement Request portal
8. Created online Working Out-of-Class portal
9. Created online Limited Term Employee Evaluation portal for managers
10. Improved room availability for testing dates by more strategically reserving future dates
11. Created a Bilingual Support Hierarchy Plan to distinguish basic, stipend, and full bilingual levels
12. Integrated laptop computers into interview rating

GOALS FOR 2018-2019 and BEYOND

1. Create and distribute a Classified Workforce Guidebook for managers, including process guides for discipline, evaluation, basic FRISK investigation, selection interviews, job descriptions, and other resources
2. Start updating select Merit Rules that will affect necessary changes in operation
3. Create classified substitute employee handbook
4. Develop interview rater orientation video
5. Establish a modified work bank with Risk Management for injured workers
6. Begin developing validated personality assessment
7. Improve email notification templates for job candidates
8. Integrate video recording into interview rating
9. Participate in more Job Fairs and external networking/marketing
10. Develop reliable exit survey process to capture key turnover information
11. Enhance all minimum qualifications to be quantifiable with substitution options
12. Establish more expansive working conditions coding structure for classifications
13. Create feedback surveys for interview raters, interview candidates, and hiring managers
14. Create enhanced performance evaluation form for managers tailored to specific positions
15. Establish Universal Preferred Qualifications to emphasize personality fit with AUHSD culture
16. Integrate highly-customized substitute list system in eSchools system to improve substitute assignment fit

STATISTICAL SUMMARY

One of the PC's primary initiatives is the ongoing evolution of data capture and analysis. The PC collects information through multiple manual and automated tracking mechanisms. Information for recent fiscal years is provided to show trends. Please note that additional summary data will be presented at the PC meeting.

APPLICATIONS

ITEM	2010-11	2011-12	2012-13	2013-14	2015-16	2016-17	2017-18
Position Requisitions	155	195	189	328	314	379	519
Applications Received	2595	3808	4248	5904	5498	5842	6824
Qualified Applications	2156	3660	3344	5558	3369	3208	2769
Disqualified Applications	439	148	904	346	2019	2184	2915

GENDER OF APPLICANT POPULATION

ITEM	2010-11	2011-12	2012-13	2013-14	2015-16	2016-17	2017-18
Female	1565	2125	2823	3318	3365	2942	3612
Male	922	1641	1354	2473	2070	2438	2621
Unknown	108	42	71	113	62	462	591

ETHNICITY OF APPLICANT POPULATION

ITEM	2010-11	2011-12	2012-13	2013-14	2015-16	2016-17	2017-18
American Indian	13	35	21	22	29	26	33
Asian	189	343	363	357	368	479	463
Black	228	483	466	609	538	445	587
Filipino	35	122	112	112	138	167	146
Hispanic	1331	1456	2024	3126	3048	2906	3498
Other	62	147	134	209	207	218	280
Pacific Islander	15	20	21	37	43	36	53
White	584	113	970	1247	1031	1069	1128
Unknown	131	89	137	185	96	496	636

TESTING

ITEM	2010-11	2011-12	2012-13	2013-14	2015-16	2016-17	2017-18
Written Exam Applicants	1601	2222	2521	2853	2904	3645	3149
Performance Exam Applicants	168	121	219	176	529	289	231
Structured Interviews	300	247	460	315	373	661	539
Eligible Candidates	489	477	572	490	1206	984	1124

CLASSIFICATION

ITEM	2012-13	2013-14	2015-16	2016-17	2017-18
New Classifications	4	2	3	3	6
Revised Classifications	18	8	22	13	3
Reclassifications	0	6	5	5	1

ASSIGNMENT CHANGES

ITEM	2010-11	2011-12	2012-13	2013-14	2015-16	2016-17	2017-18
Employment/Promotions	158	198	341	289	476	453	784
Leaves of Absence	N/A	291	319	317	253	281	312
Classified/Certificated		172/119	187/132	180/137	153/100	173/108	201/111
Ext. Sch. Year Assignments	330	320	421	376	401	371	453
Workability Students	229	213	233	194	229	214	213
AVID Tutors	29	15	15	26	42	29	47
Resignations	43	49	46	45	43	48	33
Retirements	17	20	23	23	8	74	19
Reinstatements	66	2	37	18	3	1	4
Reemployments	16	111	52	14	10	0	0